

CLASSIFICATION AND POSITION MANAGEMENT PRINCIPLES FOR MEO DESIGN

Presented by:

Leslie McGlothlin

Peggy Dare

NE CPOC

04 JUNE 2001

PURPOSE/OBJECTIVES OF TRAINING

- ✓ Refresh understanding of basic classification principles and methods
- ✓ Outline position management concepts

LEGAL AND REGULATORY BASE

- TITLE 5 UNITED STATES CODE
- CODE OF FEDERAL REGULATIONS (CFR)
- OPM CLASSIFICATION/JOB GRADING STANDARDS
- OPM APPEAL DECISIONS
- ARMY/MACOM REGULATIONS
- NEGOTIATED AGREEMENTS

BASIC CLASSIFICATION CONCEPTS

- ✓ These things don't count:
 - How much you do
 - How well you do it
 - How scarce your skills are
 - How long you've been with the activity
 - How jobs are graded elsewhere
 - Whether you've been offered another job
 - Unusual skills or qualifications you might possess

BASIC CLASSIFICATION CONCEPTS

✓ These things do count:

- Duties and responsibilities of the job
- Skills and knowledges required to do the work
- Complexity/Difficulty of the work
- Level of responsibility
- Degree of freedom from supervision
- Occasionally, organizational location

BASIC CLASSIFICATION CONCEPTS

- ✓ Importance of Position Descriptions
 - They are pay vouchers
 - Set the limit on pay
 - Put “value” on the duties
 - They specify skills and knowledges
 - Form the basis for KSAs/Required skills
 - Set the framework for performance objectives and training plans (IDPs)

BASIC CLASSIFICATION CONCEPTS

- ✓ Imperative that PDs stay accurate
 - If PDs are wrong, pay may be wrong
 - Only way Mgt can avoid misassignments
 - Happens when employee performs duties not in PD
 - Also happens when PD is overstated and employee isn't/can't perform duties in PD
 - Can't use “Performs other duties as assigned” to excuse inaccurate PD

BASIC CLASSIFICATION CONCEPTS

- **Before Writing a new PD**

- Check PD Library - Be sure to read the rules first
- Check FASCLASS (any CPOC region)
- Check old PDs - You may have some in your office files
- Use COREDOC to create new jobs, if possible

BASIC CLASSIFICATION CONCEPTS

- ✓ Position Description Format
 - Factor Evaluation System (FES)
 - Narrative
 - Federal Wage System
- ✓ Follow Evaluation Method Used in Classification Standard

BASIC CLASSIFICATION CONCEPTS

✓ Basics of job evaluation

- Job MUST be graded by comparison to OPM standards; job-to-job comparison not allowed
- MUST use OPM standard(s) if they apply, even if they are old or “outdated”
- Jobs must be evaluated based on overall worth of PD; avoid basing decision on isolated tasks
- As a rule, criteria must be fully met; not enough to exceed next lower level

BASIC CLASSIFICATION CONCEPTS

✓ Basics of job evaluation (con't)

- GS jobs graded to highest level of work performed, as long as it occupies 25% of time
- FWS jobs graded to highest level work, as long as it is regular and recurring
- DA encourages the use of PD Library jobs; but these must fit the mission/functions of Ft. Detrick Garrison

BASICS OF POSITION MANAGEMENT

✓ DEFINITION:

- The relationship between two or more positions in a unit and making good “business decisions” about that relationship

✓ OBJECTIVE:

- Reach the best balance among:
 - Mission accomplishments/org effectiveness
 - Economy/efficiency of operations
 - Recruitment/retention of quality workforce
 - Employee morale

GOALS OF MEO

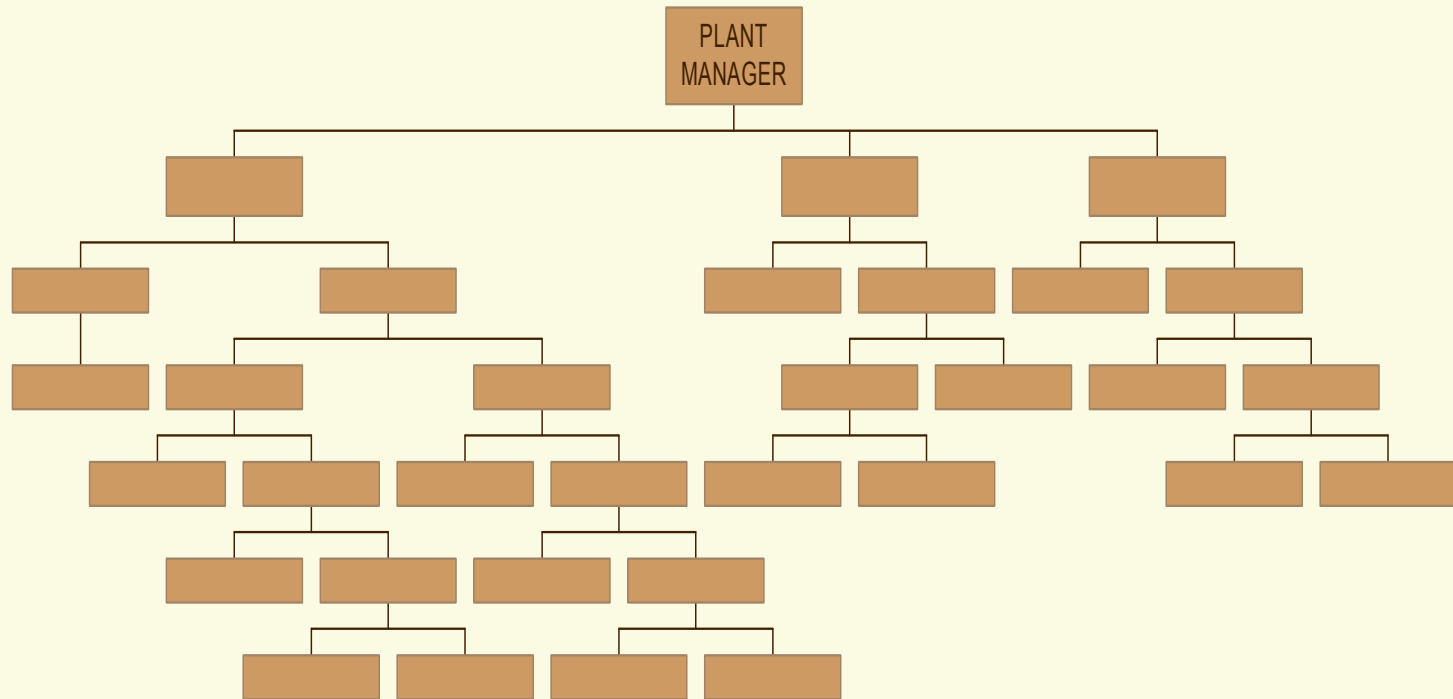
- Design the most efficient organization in terms of:
 - Cost
 - Mission accomplishment
 - Ability to recruit/retain
- Bottom line - design the leanest structure that provides the best opportunity for winning the Government bid and still achieve mission goals

POSITION MANAGEMENT

HAZARDS IN ORGANIZING:

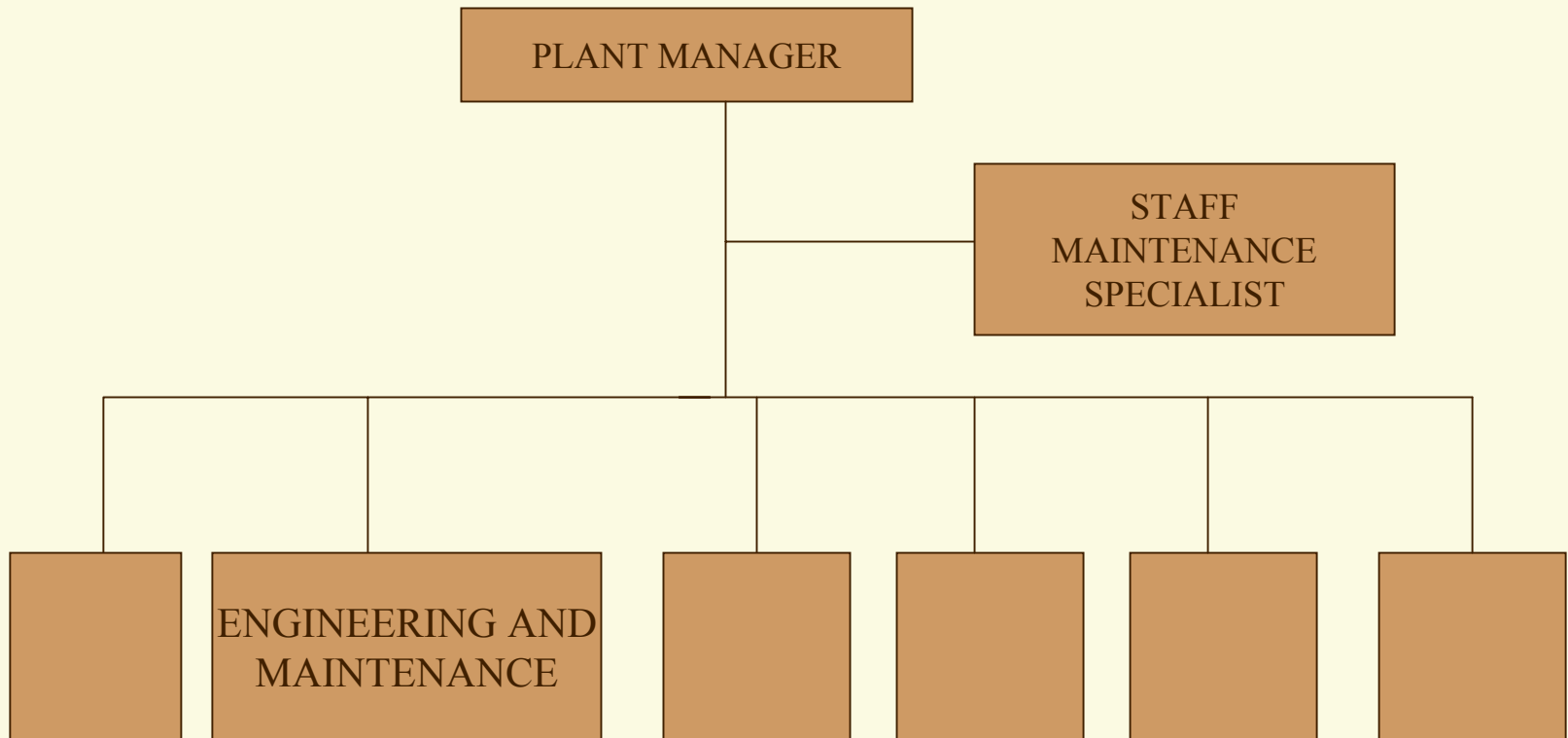
Hazard No. 1: Too Many Levels

TOO MANY LEVELS



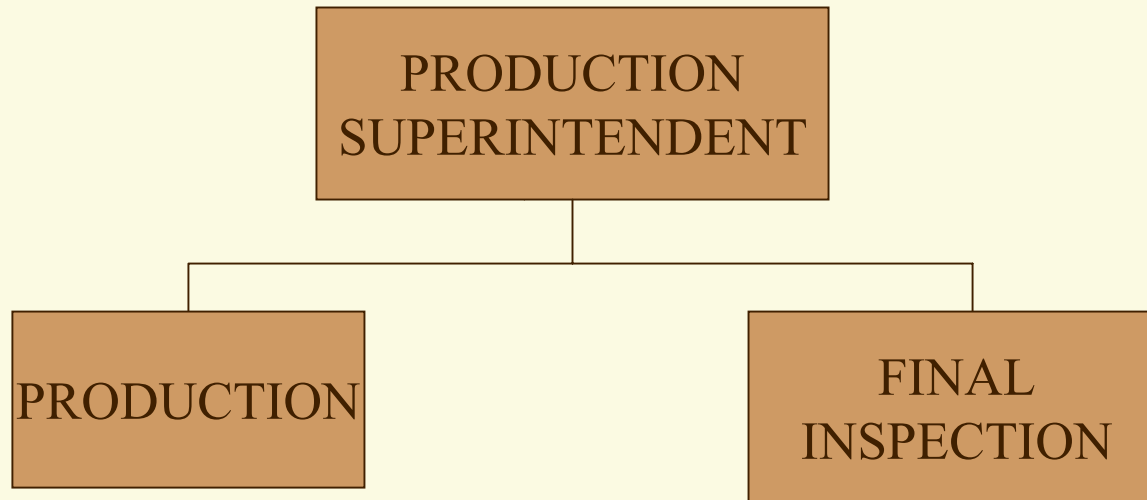
POSITION MANAGEMENT

HAZARD No 2: Potential Duplication



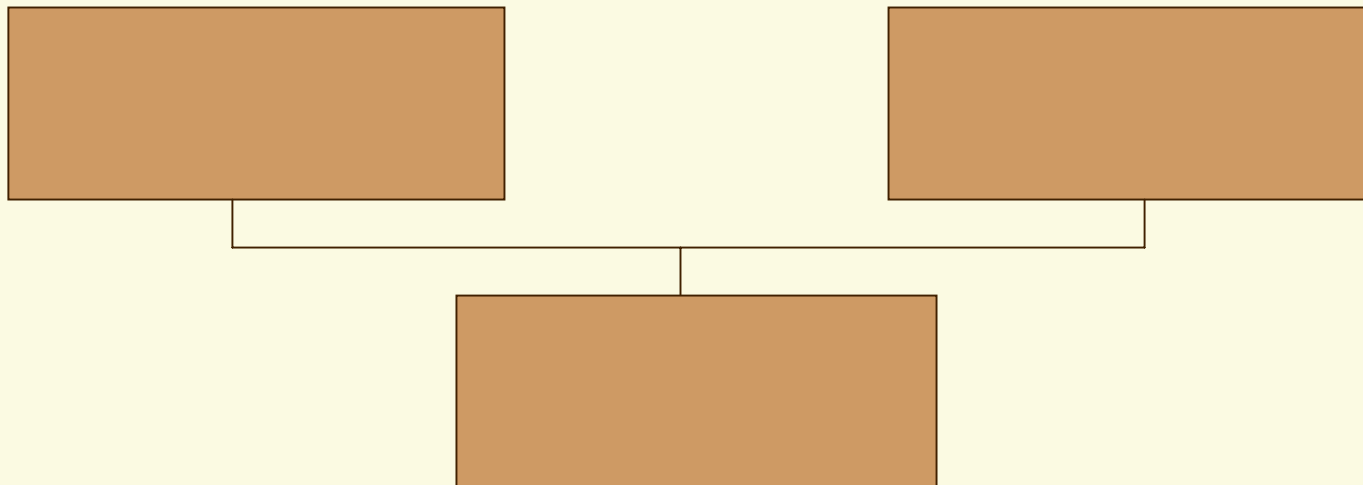
POSITION MANAGEMENT

HAZARD NO 3: Different (or conflicting) Objectives in the Same Group



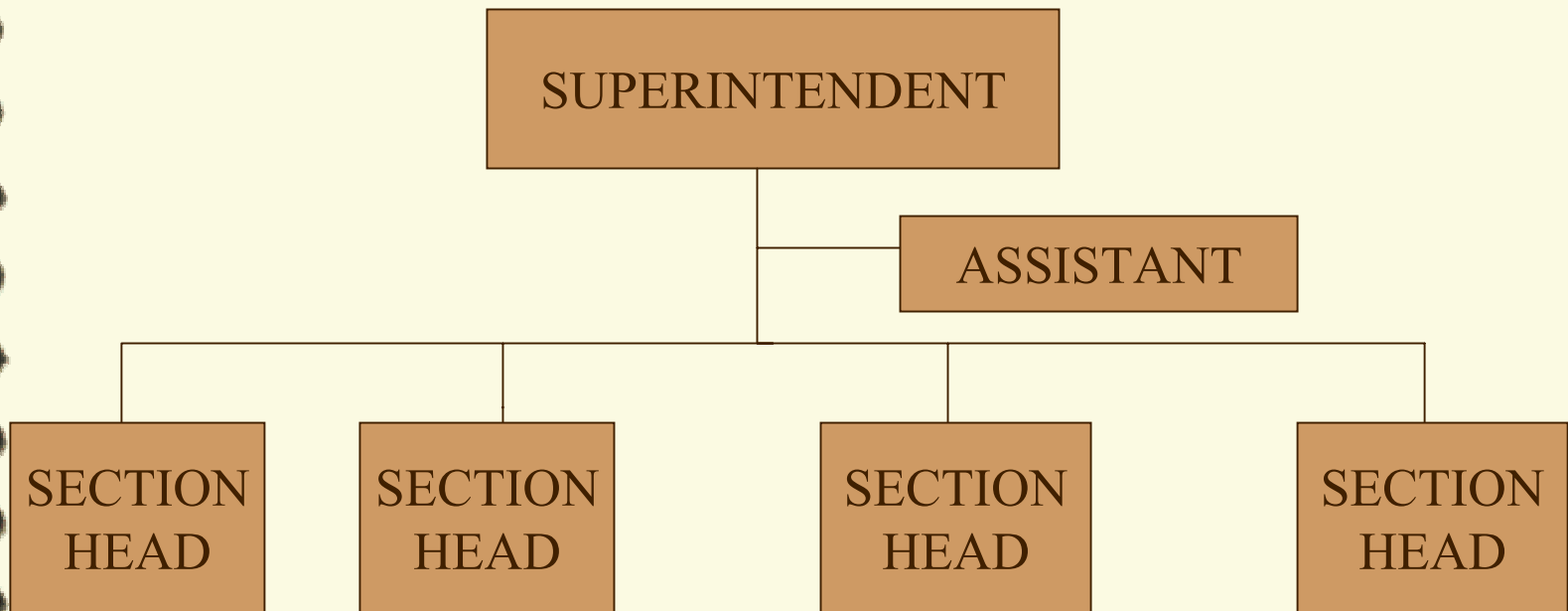
POSITION MANAGEMENT

HAZARD NO. 4: REPORTING TO MORE THAN ONE BOSS



POSITION MANAGEMENT

HAZARD No 5: IMPROPER USE OF ASSISTANTS



SUCCESSFUL BIDS

- Reduced numbers of supervisors
- Flattened organizational structures
- Eliminated deputies/assistants
- Minimized number of support positions
- Reduced numbers of high grade positions
- Combined skills to create mixed jobs (be careful)
- Include licensure/certification requirements in PDs
- Thought in terms of positions and mission requirements, not people/personalities
- Stopped doing work “off the books” -
learn to say NO

CPOC ASSISTANCE

- Will serve as classification consultant
- Will serve as position management advisors along with our CPAC partners
- Will review proposed PDs
- Can be trusted to treat all info confidentially; will place material in locked cabinets to ensure government's position is not compromised

REFERENCES

www.opm.gov - classification standards

www.cpol.army.mil - PERMISS, PD Library,
FASCLASS, Regional Home pages
(particularly North Central and North East)

<http://acqnet.sarda.army.mil> - click on Acquisition
Information

saffm.ahq.af.mil - click on FMC tab, then A-76-IROs

<http://govexec.com/fairact>